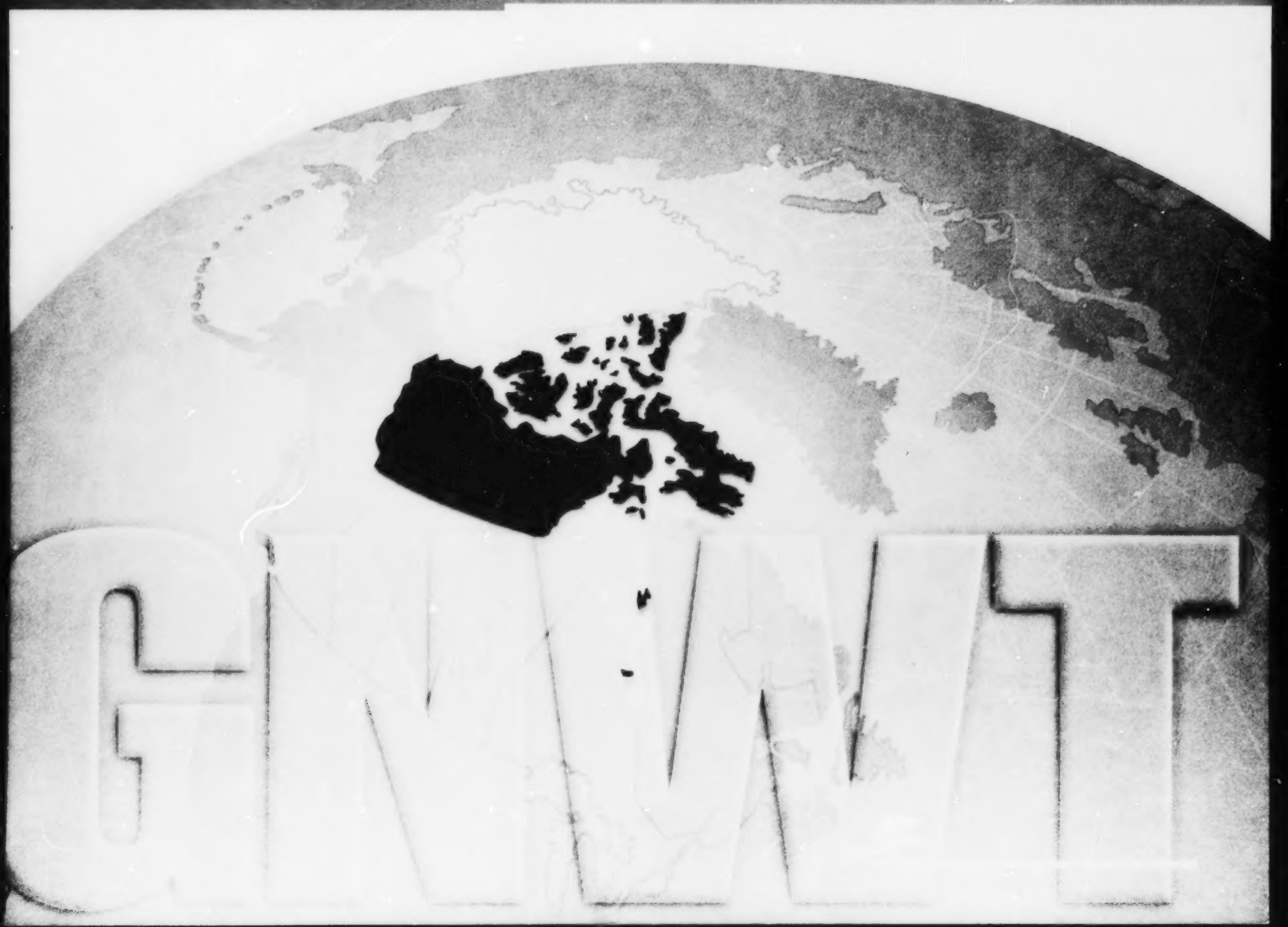
1996 and 1997 Public Service Annual Report



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A Message from the Chairman

The Annual Report provides information on the management and direction of the Government of the Northwest Territories (GNWT). In accordance with the *Public Service Act*, this information on the GNWT is to be reported to the Legislative Assembly.

This is the combined 1996 and 1997 Annual Report for the Public Service of the Northwest Territories. It highlights the programs, initiatives and achievements of this government in meeting the challenge of change and support of the continued development of the Northwest Territories.

During this time, the public service was facing significant financial pressures. The GNWT had to make hard choices and review how this government does business.

From a Public Service perspective, the focus was on streamlining the work to improve efficiency and to eliminate the duplication of duties among departments, while at the same time preparing for the division of the Northwest Territories. The members of the Public Service rose to the occasion. A significant amount of time and energy was devoted by employees to support these initiatives. This work has been greatly appreciated and has not gone unrecognized by Senior Management and Cabinet.

The Honourable Charles Dent

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Note: The sources for all statistics in this report are the Government Human Resources System and Stanton Regional Hospital, unless otherwise indicated. This report does not include the Northwest Territories Power Corporation.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT X1A 2L9 (867) 920-8900.

Foreword

This report addresses:

- Major government initiatives affecting the public service in the 1996 and 1997 years respectively;
- An update of the GNWT's key human resource initiatives, with detailed statistical information; and
- A statistical profile of the public service.

The report is structured into the following sections:

- Government Initiatives
- Staffing
- Human Resource Planning
- Training and Development
- Job Evaluation
- Labour Relations
- Workforce Profile

The information contained in this report does not include the Northwest Territories Power Corporation.

Government Initiatives

Preparing for the Creation of Nunavut and the New Western Government

- *Many of the initiatives affecting the Public Service in 1996 and 1997 were undertaken with the creation of Nunavut and the New Western Territory in mind*

On June 10th, 1993 the Nunavut Act was passed by Parliament bringing the Northwest Territories to the edge of a new era.

The creation of Nunavut and the New Western Territory on April 1st 1999, had a great impact on the way Northerners see themselves in the North and the way business is conducted north of 60.

It is planned that, as a result of Division, the public service in the New Western Territory will decrease by 300 employees and the Nunavut Public Service will increase by 700.

Division has created new unions for the public service in Nunavut; the Nunavut Employees' Union and the Nunavut Teachers' Federation. The Union of Northern Workers and the Northwest Territories Teachers' Association will continue to represent the employees in the New Western Territory. Each territory will function independently as an employer.

Many of the initiatives affecting the Public Service in 1996 and 1997 were undertaken with the creation of Nunavut and the New Western Territory in mind. The emphasis was on preparing both emerging governments for the greatly anticipated due date of April 1st, 1999.

Initiatives during this time included the creation of a Northern Benefits Package, the completion of departmental amalgamations, the establishment of a project team for implementation of the PeopleSoft Human Resource Information System, and the introduction of an internal staffing process in 1997.

The success of these initiatives has provided the GNWT with the stability necessary to meet the challenges associated with the creation of Nunavut and the New Western Territory.

Delegation of Authority

In 1996 and 1997 the GNWT was facing severe financial restraint. This required the government to take stock and look at how it was operating. It was determined that there was a need to push accountability for many functions out of centralized agencies and into the departments. This would allow departments to better consider the total costs of programs and gain efficiency by streamlining. Authority and accountability transferred from central agencies to the individual departments, boards, and agencies.

In April of 1997, the User Say/User Pay initiative went ahead. Cabinet's philosophy was to streamline the GNWT and to give departments, boards and agencies more autonomy over their operations. Departmental functions shifted as they became more aware of the

costs and issues related to support services. The User Say/User Pay approach to business provided for clearer accountability for program costs and greater flexibility for standards and procedures. This approach had departments take control of many of their internal and external functions including human resource functions such as staffing and termination of staff, administration of medical travel, removals and benefits, project management services, internal mail, records storage, property management, office space leasing, utilities payment, vehicle acquisitions and maintenance.

Under the *Public Service Act*, the Chairman of the Financial Management Board has authority for specific human resource functions and authorities. In an effort to provide Deputy Heads of Departments with the tools they need to manage their human resources, many of these authorities held by the Chairman of the Financial Management Board were delegated to Deputy Heads in 1996. These delegations included:

- lay-off;
- dismissal;
- rejection on probation;
- medical termination;
- suspension pending investigation;
- abandonment of position; and
- leave without pay for personal reasons.

The delegation of staffing authority, secondments, transfer assignments, removal entitlements and medical travel assistance was also initiated in 1996 and completed through 1997 to offer wider, more accessible service to employees.

Placing this authority at the department level provided for a more efficient and timely means of addressing employee issues. This is consistent with the government's goal to have each department, board and agency responsible for its own human resource functions.

PeopleSoft

The GNWT and the Government of Nunavut purchased a new Human Resource Information System to replace outdated legacy systems that are not Year 2000 compliant. PeopleSoft, the selected software, is one of the world's leading Human Resource Information System software providers. The windows based software uses state-of-the-art technology.

By converting over to this new system, both governments will be better able to maintain vital organizational data. PeopleSoft is designed to complement business applications so that users can extract, analyze, and present information with ease. This new system will eliminate duplicate entries and will keep human resource and payroll information accurate and consistent. Having this information organized and easily accessible will ultimately facilitate better record keeping and decision-making for both governments.

• *PeopleSoft is designed to complement business applications so that users can extract, analyze, and present information with ease.*

"... a priority of this Government is to empower communities so that they can become more self-reliant, responsible and accountable."

Community Empowerment

In recent years, community leaders and the public have asked for more control, authority and decision-making ability to help create stronger, more effective and healthier communities. On May 1, 1996, the Premier tabled the *Agenda For Change*. In this document, Cabinet identified Community Empowerment as one of its major priorities, stating that, "... a priority of this Government is to empower communities so that they can become more self-reliant, responsible and accountable."

Communities have requested more responsibility and authority to manage programs, services and infrastructure according to local values and requirements. With this authority, communities can more effectively access and utilize local skills and resources. The Community Empowerment Initiative provides the tools to do this.

The government is facilitating Community Empowerment by providing training, support and advice to communities. As communities are at different levels of readiness and ability to accept these new responsibilities, the government will assist each community. Community Empowerment Coordinators have been hired for each region and Regional Interdepartmental Community Empowerment Teams have been established to work with community leaders and the public to identify community needs.

A number of transfers have taken place and many more empowerment agreements are in various stages of completion. Staff, programs, funding and infrastructure will continue to move to the community level. This means that over time the Public Service will decrease in size. Services that were previously provided by the GNWT will be provided by communities. In many cases Public Service employees move with the program and work for the community.

Self Government

The GNWT respects traditional knowledge, Aboriginal rights, the environment, and traditional land use practices. As we embark into the new millenium, Aboriginal governments will take their place in the unique political mosaic in the West. Completing land claims and resolving other Aboriginal issues will provide the stability necessary to secure the future for all the people who live in the Northwest Territories. Aboriginal partnerships in the West and with Nunavut will be key in setting priorities and accomplishing goals.

Similar to community emplowerment, aboriginal self-government will greatly change the delivery of services and programs in the NWT. The GNWT will transfer programs to regional and community self-government bodies. This will decrease the size of the public service. It is anticipated that many GNWT employees will move with the transferred program and become employed by the new regional self-government bodies.

Employee Salary and Benefits

The GNWT is reducing its dependence on human resources from southern labour markets. Every year, increasing numbers of Northerners are training to fill northern jobs. In 1996, the GNWT moved towards a compensation and benefits package that better supported a northern workforce.

In 1996, the GNWT returned to the bargaining table to negotiate new collective agreements with both the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association.

These rounds of bargaining also took place at a time when fiscal restraint was becoming a large issue for the Government. The need to be responsive to a northern workforce and fiscal restraint resulted in collective agreements with the following:

- Vacation Travel Assistance and Settlement Allowance replaced by the Northern Allowance
- 5 days of leave without pay for all employees in the UNW bargaining unit except those in continuous operations
- capping ultimate removal to a flat dollar amount by community
- elimination of the $5,400 housing allowance, roll $5,400 into salary and reduce the new amount by 6.25%

Terms and conditions of employment for non-bargaining unit employees were also amended to reflect these changes. In 1997, the GNWT began

SUMMARY OF EMPLOYEES SALARY AND BENEFITS

AS DECEMBER 31

	1996	1997
SALARY		
BASE SALARY AND WAGES	$305,926,000	$283,105,000
OVERTIME	7,218,000	7,274,000
TEACHER ALLOWANCES	1,189,000	1,060,000
CALL BACK	1,790,000	1,560,000
MISCELLANEOUS PAY	841,000	588,000
STANDBY	1,175,000	1,190,000
SHIFT PREMIUM	699,000	606,000
	$318,838,000	**$295,383,000**
ALLOWANCES		
ACCOMMODATION ALLOWANCE	8,848,000	
SETTLEMENT ALLOWANCE	5,510,000	
NORTHERN ALLOWANCE	16,967,000	23,881,000
BILINGUAL BONUS/LANGUAGE ALLOWANCE	1,106,000	1,407,000
EDUCATION ALLOWANCE	1,185,000	946,000
	$33,616,000	**$26,234,000**
PENSION AND HEALTH CARE		
SUPERANNUATION	17,848,000	16,529,000
EMPLOYMENT INSURANCE	9,155,000	9,049,000
CANADA PENSION PLAN	6,102,000	5,859,000
WORKERS' COMPENSATION	2,529,000	2,008,000
DISABILITY INSURANCE	2,436,000	2,185,000
DENTAL	2,605,000	2,162,000
PSHCP	1,804,000	1,600,000
SUB (MATERNITY/ADOPTION)	1,287,000	1,081,000
PSMIP	752,000	701,000
	$44,518,000	**$41,174,000**
OTHER BENEFITS		
VACATION TRAVEL ASSISTANCE	3,269,000	N/A
MEDICAL TRAVEL ASSISTANCE	5,779,000	3,658,000
REMOVAL IN/TRANSFER	3,204,000	3,337,000
SEVERANCE PAY	7,245,000	7,761,000
PROFESSIONAL DEVELOPMENT	2,193,000	3,000,000
REMOVAL OUT/ULTIMATE	3,352,000	2,065,000
	25,042,000	19,821,000
TOTAL COST	**$422,014,000**	**$382,612,000**

Source: GNWT payroll and financial information systems and Boards' or independent systems

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Source:GNWT payroll and financial information systems and Boards on independent systems.

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preparations for 1998 collective bargaining. Part of the preparation for collective bargaining included the development of a compensation philosophy that could guide the development of a new pay plan. The GNWT knew that it needed to implement the Hay Job Evaluation System and negotiate a new pay plan to compensate employees using the Hay Job Evaluation System. The GNWT's previous classification system was outdated and was no longer meeting the needs of the organization.

As the first stage in this process, the GNWT conducted a survey of all employees in August 1997. The compensation goals for the project were:

- To provide information to assist in the development of the compensation philosophy
- To provide information on employees' views on the compensation and benefits provided

The second phase of the project was to survey jobs in other jurisdictions to obtain up to date salary and benefit comparisons.

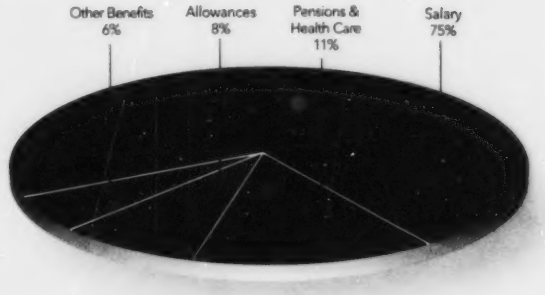
The final phase of the project was to meet with deputy heads to develop a pay framework and to develop a mandate for upcoming negotiations. The goal of the session was to familiarize the deputy heads with the compensation issues facing them and to review the options available to continue the evolution of the compensation and benefit program to best fit a northern labour force.

- *The cost of maintaining the Public Service has been reduced by the development of a smaller, more efficient workforce*

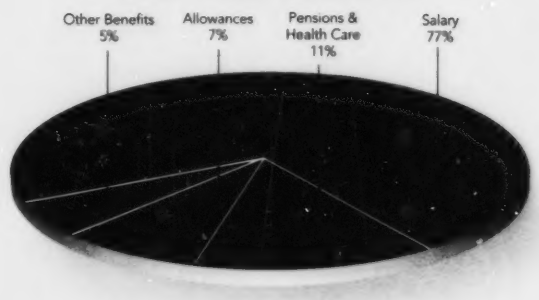
Cost of the Public Service

The cost of maintaining the Public Service has been reduced by the development of a smaller, more efficient workforce and through adjustments to benefits and allowances during collective bargaining.

EMPLOYEE SALARY & BENEFITS 1996



EMPLOYEE SALARY & BENEFITS 1997



Staffing

Prior to 1995, the Personnel Secretariat conducted staffing for all GNWT Public Service positions except those boards and agencies with delegated authority. The NWT Housing Corporation, Workers' Compensation Board, Hospitals and Health Boards and Divisional Boards of Education (teachers only) conducted their own competitions. In April 1996, the authority to staff positions was delegated to several departments that had been trained to assume this role. Training continued throughout 1996 and staffing authority was successfully delegated to all departments.

The Personnel Secretariat continued to conduct operational reviews of the staffing function through 1996 and into the fall of 1997.

Recruitment

There are several factors that challenge the GNWT's ability to recruit employees from the North. The remoteness of some northern communities; difficulties accessing the training required to compete for jobs within the GNWT; and competition from other employers in the private sector. These factors challenge the GNWT to find new ways to successfully recruit northern candidates for northern jobs. This has resulted in the creation of a Teacher Education Program and a Northern Nursing Program. These programs are aimed at training northerners to fill jobs in the North.

Direct Appointments

A direct appointment is an alternative to the competition process that supports the *Affirmative Action Policy* and career development of Aboriginal employees.

The GNWT seeks to increase the number of Aboriginal and northern employees in the Public Service so that the workforce better represents the population in the Northwest Territories. A direct appointment is a mechanism whereby human resource planners in the GNWT can staff positions with qualified Aboriginal or northern workers. Direct appointments may also be used to fill senior management positions with qualified women.

- *There are several factors that challenge the GNWT's ability to recruit employees from the North.*

In 1996, departments were delegated authority to submit requests to Cabinet to directly appoint an individual to a position. Prior to this delegation these requests had to be channeled through the Personnel Secretariat.

The graph *(p.10)* demonstrates the reduced staffing that occurred in 1997 as a result of reorganization and downsizing.

Secondments and Transfer Assignments

The use of secondments and transfer assignments allows the organization to develop its human resources by providing employees with a broader range of work experience. Secondments involve the temporary assignment of an employee to an employer outside of

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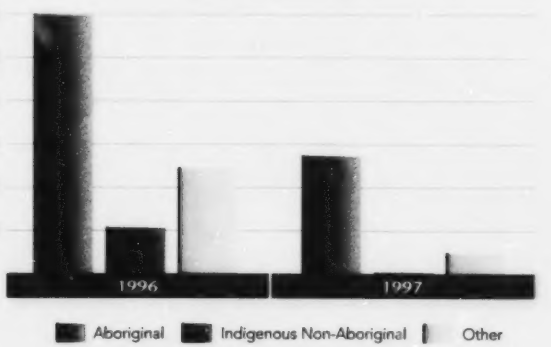
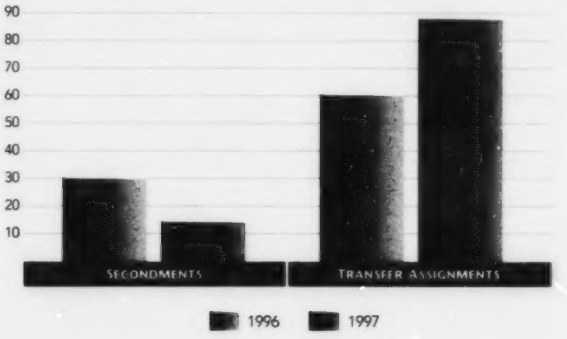
DIRECT APPOINTMENTS



SECONDMENTS AND TRANSFER ASSIGNMENTS



the government where such an assignment will benefit the GNWT. A transfer assignment temporarily reassigns an employee either to another position in the same department or to another department within the GNWT. This proved to be a valuable tool during the reorganization of departments and functions that occurred in 1997 as is demonstrated by the high number of transfer assignments in that year.

Employment Activity

The GNWT workforce is constantly changing. Staff turnover is due to many factors, including new recruitment, terminations (resignation, end of term employment, retirement, layoffs, dismissals), lateral transfers and promotions.

The NWT does not have a well-developed labour market for many occupations. Therefore, occupational groups within the GNWT are subject to the supply and demand of skilled labour across the country. For example, if compensation is higher for a welder or a nurse in Alberta, the GNWT has difficulty competing with that jurisdiction. Retaining workers within the public service is critical as a high turnover rate of employees can drain time and valuable resources. Training new employees and relocating old ones is expensive. Therefore, the GNWT must constantly monitor the national scene for trends that can affect

the human resource pool in the North. It is important that the GNWT's compensation package remains competitive. This must be balanced against ensuring that compensation is structured for a northern workforce. Currently emphasis is also being placed on developing a northern labour force market.

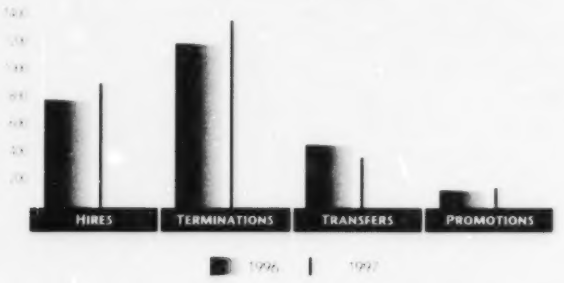
The Lay-off Provisions introduced in 1995 continued to be applied in 1996 and 1997. Lay-off employees are eligible to choose from a number of options available including separation assistance, severance priority, and education assistance.

Separation assistance provides a generous financial compensation package based upon the employee's years of service. The severance priority option entitles lay-off employees to moderate financial compensation as well as being placed on the priority staffing list for a period of one year from the last day of their notice period. Education assistance is available to lay-off employees with greater than three years of continuous service and provides lay-off employees with 80% of their salary for up to 12 months while they are enrolled in an approved educational program.

In 1996, a total of 365 lay-off notices were issued, a 265% increase from 1995. The increase in lay-off notices served can be attributed to the downsizing and restructuring initiatives put in place to improve operational efficiency and to eliminate the Government's deficit. In 1997, lay-off notices were issued to 230 employees.

The lay-off figures do not necessarily reflect a loss of expertise from the government however, as many employees chose to be re-deployed rather than being laid off. The following chart shows how many employees chose each option for 1996 and 1997.

EMPLOYMENT ACTIVITY



LAY OFF NOTICES ISSUED

OPTION CHOSEN	NUMBER OF EMPLOYEES	
	1996	1997
RE-DEPLOYED	61	25
EDUCATION ASSISTANCE	25	23
SEPARATION ASSISTANCE	224	155
SEVERANCE PRIORITY	48	24
UNDECIDED	5	
TOTAL	363	227

Source: Corporate Human Resource Service

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Lay-Offs

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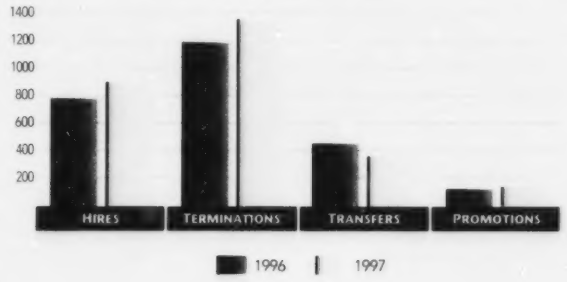

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Human Resource Planning

Human Resource Planning encompasses the policies, programs and initiatives designed to assist in managing the recruitment, retention, assessment, training and development of human resources to achieve organizational objectives.

During 1996, the Human Resource Planning Committee continued its work in the areas of affirmative action and employee assistance through its task/user groups.

- *From 1989 to 1997, the number of Aboriginal employees has increased from 1,613 to 1,879, an increase of 16.5 percent. During the same period, the growth of the public service overall was 4.1 percent.*

Affirmative Action Initiatives

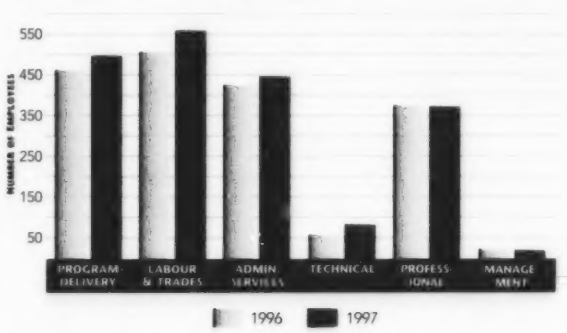
A comprehensive review of the GNWT *Affirmative Action Policy* began in 1994 and continued through 1997.

The review has included extensive consultation both internal and external to the GNWT and comprehensive reports have been developed.

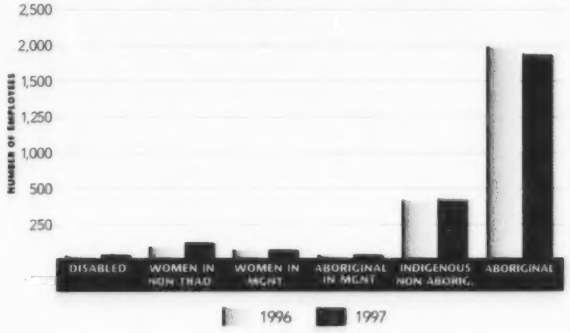
The Government is committed to employing a public service that is representative of the population it serves. The *Affirmative Action Policy* includes measures to help under-represented groups secure and retain employment. The under-represented groups identified are: Aboriginal persons, indigenous non-Aboriginal persons, women in management, women in non-traditional occupations and disabled persons. Representation of affirmative action groups in the public service has increased since the policy was implemented in1989. From 1989 to 1997, the number of Aboriginal employees has increased from 1,613 to 1,879, an increase of 16.5 percent. During the same period, the growth of the public service overall was 4.1 percent. Growth of Aboriginal employment in the public service since 1976 and Aboriginal employees by occupational category are depicted in the charts here. Also shown is a breakdown of employment by affirmative action group and male and female by occupational category. Information detailed by department, board and agency is provided in the workforce profile section at the end of this report.

ABORIGINAL EMPLOYMENT GROWTH IN THE PUBLIC SERVICE

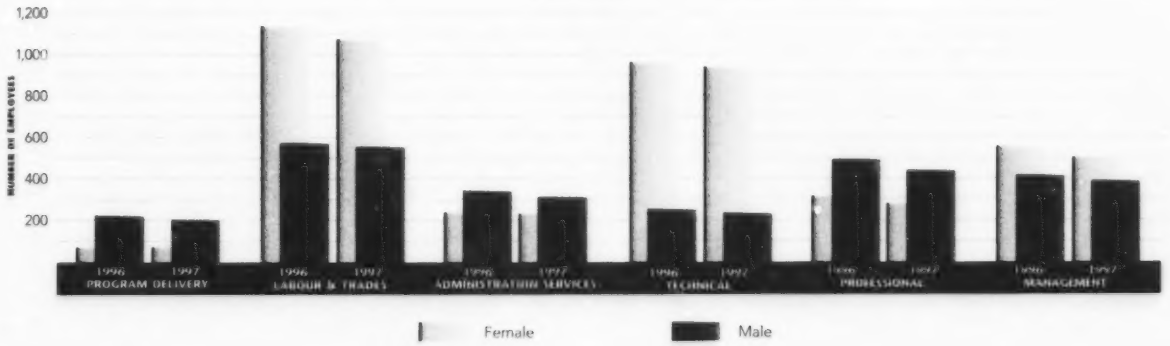
ABORIGINAL EMPLOYEES BY OCCUPATIONAL CATEGORY
AT DECEMBER 31



EMPLOYEES BY AFFIRMATIVE ACTION GROUP
AT DECEMBER 31



FEMALE & MALE EMPLOYEES BY OCCUPATIONAL CATEGORY
AT DECEMBER 31



- *The Affirmative Action Policy includes measures to help under-represented groups secure and retain employment.*

- *The program offers free confidential advice, assessment, referral and short term counseling for employees and their dependents.*

A pilot Employee Family Assistance Program (EFAP) was made available to employees of the GNWT and their families in 1996 and 1997. The program offers free confidential advice, assessment, referral and short term counseling for employees and their dependents. Eight free counseling sessions are provided on any particular issue. This program is designed to assist employees and their families in dealing with personal difficulties such as:

- personal and family concerns
- stress
- grieving
- substance abuse
- financial and legal concerns
- depression
- work and career issues

Employees may access the program through a 1-800 toll-free number available anywhere in the NWT. The program was assessed for its effectiveness. This assessment found that the EFAP was viewed by employees as a valuable resource. However, at times the delivery of the service was not up to standards. Therefore, work is being done to correct this problem and ensure the program continues to meet the needs of employees and their families.

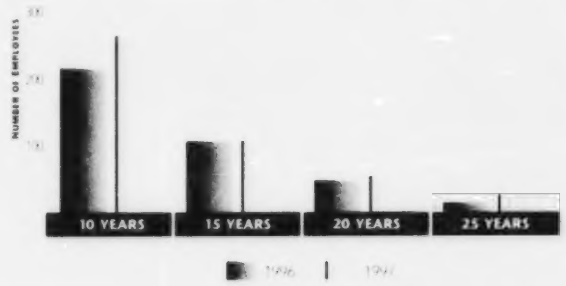
The GNWT values the organizational knowledge which is retained by those employees who have shown a commitment to the government and to the North.

The table and graph show the number of employees who have reached service career landmarks at the end of the 1997 calendar year.

LONG SERVICE BY REGION

REGION	YEARS OF SERVICE			
	10	15	20	25
HEADQUARTERS	81	51	23	14
FORT SMITH	65	24	14	6
INUVIK	42	3	4	1
BAFFIN	31	20	10	5
KEEWATIN	21	3	1	2
KITIKMEOT	21	4	1	1
TOTAL EMPLOYEES	261	105	53	29

LONG SERVICE BY YEARS OF SERVICE



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Long Service

The GNWT values the organizational knowledge which is retained by those employees who have shown a commitment to the government and to the North.

The table and graph show the number of employees who have reached service career landmarks at the end of the 1997 calendar year.

LONG SERVICE BY REGION
AT DECEMBER 31ST, 1997

REGION	YEARS OF SERVICE			
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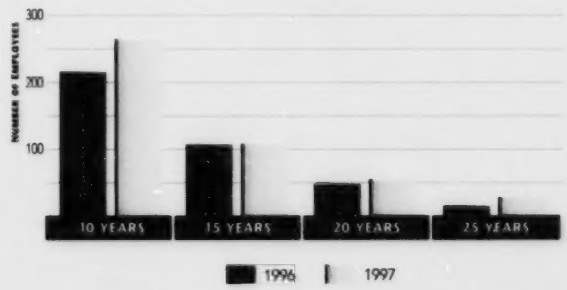


Training and Development

The Department of Education, Culture, and Employment, Nunavut Arctic College, and Aurora College worked together over the 1996 and 1997 years to provide training to people in the North. Much of the training delivered focused on the development of skills necessary to equip staff with the tools required for a smooth transition upon division. Other training initiatives were geared on training Northerners to fill northern jobs. Training initiatives included:

- Literacy Funding
- Educational Development
- Language Development Program
- Nunavut Arctic College Programs
- Youth Business Works
- Public Service Career Training Program (PSCTP)
- Nunavut Career Assignment Program (NCAP)
- Northwest Territories Educational Leadership Program
- Developmental Courses
- Nurse Programs
- Teacher Education Program
- Apprenticeships

Nunavut Unified Human Resources Strategy (NUHRDS)

Federal funding was received for the development of NUHRDS, a joint initiative between the Nunavut Implementation Committee, Nunavut Tunngavik Incorporated, Nunavut Arctic College, Aurora College and the GNWT. The focus of the strategy is the development of a representative public service for the Government of Nunavut.

Public Service Career Training Program (PSCTP)

A portion of the funding from NUHRDS has been directed to the Public Service Career Training Program (PSCTP), an ongoing GNWT training initiative which provides training support and cost subsidies to Departments, Boards, and Agencies to train Affirmative Action candidates for GNWT officer and management positions. Trainees in 1996 and 1997 were provided with on-the-job training, self-directed learning activities, and short courses.

• *Much of the training delivered focused on the development of skills necessary to equip staff with the tools required for a smooth transition upon division.*

- *In the future, Aurora College will be working on developing and delivering a nursing baccalaureate program.*

Northwest Territories Educational Leadership Program

The GNWT is focused on training Northerners to fill northern jobs. Another training program that has gained momentum and experienced success is the Northwest Territories Educational Leadership Program. As of July 1, 1996 all school principals in the NWT and Nunavut must either have this certification or obtain it within two years of becoming a principal. Geared to enhance and hone the skills of people working in the education profession, this program was spearheaded by the Department of Education, Culture and Employment. In phase one of the program, teachers gather to learn about school culture management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance, and community educational planning.

Nursing Program-Aurora College

This program trains students to become nurses, with a focus on developing a northern workforce. The Nursing Access year provides an avenue for those individuals that may not have had success in previous schooling but have the desire to become nurses. In the future, Aurora College will be working on developing and delivering a nursing baccalaureate program.

Promoting careers in Nursing is a primary strategy for the Department of Health and Social Services and the Department of Education, Culture and Employment. In anticipation of the number of new nursing graduates seeking employment, several government departments and other stakeholders including the NWT Registered Nurses' Association, began meeting to discuss how the new graduates would be integrated in the workplace. ,

From these discussions the idea of a Nursing Mentorship Program grew. In 1997, the Nursing Mentorship Program began and has since been expanded to include graduates from the social work field. Graduates rate it highly in terms of helping them to gain the confidence and work skills needed to succeed in the professional health care environment.

Teacher Education Program (TEP)

The goal of the NWT Teacher Education Program is to produce homegrown, professional educators who are representative of the population in the Northwest Territories and Nunavut. Once students complete the diploma program in the NWT they can advance into the education degree program at the University of Saskatchewan. Since 1968, 395 teachers have graduated from TEP.

Beginning in 1990, the programs were decentralized and delivered at the community level as well as at the central campuses in Fort Smith and Iqaluit.

In 1996-97, the Nunavut Arctic College TEP was delivered in Iqaluit, Cambridge Bay, Cape Dorset and Coral Harbour. The Aurora College TEP in the West was delivered in Fort Smith, Yellowknife, Deh Cho and Sahtu. During this time period, 16 teachers graduated through NWT colleges and 15 former graduates went on to complete their degree at the University of Saskatchewan.

NWT Apprenticeship Program

The NWT Apprenticeship, Trade and Occupations Certifications Board has a legislated mandate to make recommendations to the Minister of Education, Culture and Employment with regard to training and certification for both the traditional trades and other designated occupations in the NWT.

There are 43 designated trades in the NWT of which 27 enjoy Interprovincial Red Seal Status. Journeypersons who are designated as having this interprovincial status can have their credentials recognized anywhere in Canada. This program is seen as a superior labour mobility program nationwide.

The apprentice system has been active in the Northwest Territories since 1964. Since that date, 4,015 tradespersons have been certified under the Apprenticeship, Trade and Occupations Certification Act and its two predecessor Acts.

Apprenticeship is a successful on-the-job training program with 80% of the training taking place in a formal training environment. Yearly graduation statistics indicate that approximately 80% of all applicants who enter the program graduate as certified journeypersons. Of those graduating, 60% of the apprentices achieve Interprovincial Red Seal Status at the time of the certification as journeypersons.

• *There are 43 designated trades in the NWT of which 27 trades enjoy Interprovincial Red Seal Status.*

• NCAP training includes on-the-job training, job shadowing, short courses, and on-the-job learning.

Nunavut Career Assignment Program (NCAP)

The Nunavut Career Assignment Program (NCAP) was initiated in 1997, using the PSCTP as its model. NCAP is fully funded through NUHRDS, its goal being to assist in the preparation of a representative public service for the Government of Nunavut.

Participants of NCAP are co-managed under the guidance of GNWT Senior Managers or specialists in senior positions that will be required in the new Nunavut public service. Training also includes on-the-job training, job shadowing, short courses, and on-the-job learning. Together these initiatives will help participants to develop their management, leadership, and specialized skills.

Between August and December of 1997 fourteen of the eighteen senior management and specialist positions identified from the report "Footprints II" as being suitable for development before March 31, 1999 had been staffed with land claim beneficiaries.

Developmental Courses

To equip employees with the latest knowledge in the areas of financial management and computer science, training in the 1996 and 1997 years focused on the delivery of financial management and computer training modules.

To meet the increasing human resource management training needs of departments, the College also facilitated a number of training events in 1996. One of these events, "The Hiring Process" was attended by more than 65 management and human resource practitioners over the course of the year. Other human resource training sessions included:

- Beyond Downsizing
- Negotiation Skills
- Linking Strategic Planning & Human Resource Management
- Effective On-the-Job Trainer
- Leadership in a New Climate
- Conflict Resolution and Maximizing Employee Performance.

Job Evaluation

1996 and 1997 were challenging times in job evaluation, with significant maintenance, developmental, and transitional activities. The bulk of the workload resulted from departmental re-organizations, amalgamations and preparations for division.

Maintenance

The graph of Job Evaluation activity illustrates the number of jobs that were created, upgraded, downgraded, confirmed and deleted. In addition to those on the graph, other transactions took place, (title changes or index code changes for positions, 5,069 and 2,836 respectively for '96 and '97).

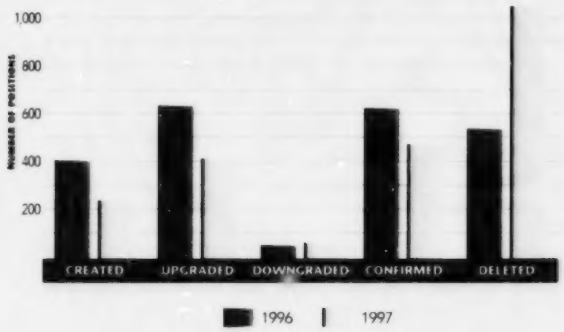
Development

In April, 1996 a decision was made to replace the existing classification system with the Hay Job Evaluation System that would evaluate all GNWT jobs under one plan. The Hay Consulting Group was engaged to oversee the project. Objectives of the project were to reduce the number of job descriptions (currently at 7,000); and develop and implement a comprehensive system that is easy to understand, user friendly, gender neutral and complies with industry standards. Departmental facilitators and committees were trained in the application of the Hay Job Evaluation System and began to evaluate jobs within their respective departments. The Union of Northern Workers also received an orientation to the new system. Implementation of the new system was scheduled for 1998.

Transition

In concert with the implementation of the Hay Job Evaluation System, the job evaluation function was to be delegated to departments. The Job Evaluation Division became a section of the Labour Relations and Compensation Division of FMBS in 1997 in preparation to support the delegated job evaluation model. The role of the Job Evaluation section shifted from "hands-on" job evaluation to consulting with the departments and providing training, guidance and assistance. The section will monitor cross-departmental job evaluation activities. This is a new approach to providing service that is having a positive impact and is giving departments greater autonomy to react to internal changes.

SUMMARY OF JOB EVALUATION ACTIVITY



- *The role of the Job Evaluation section shifted from "hands-on" job evaluation to consulting with the departments and providing training, guidance and assistance.*

Labour Relations

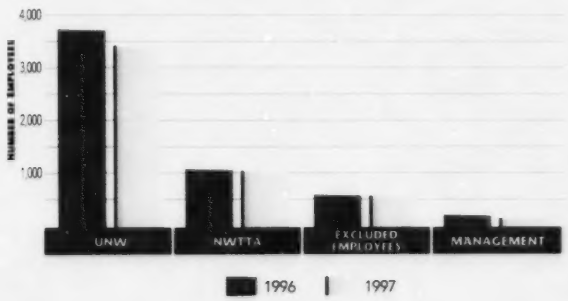
Composition of the Public Service

- *At the end of 1996 and 1997 the Government had 5,548 and 5,246 employees respectively.*

At the end of 1996 and 1997 the Government had 5,548 and 5,246 employees respectively. These figures include full time, term, part-time and seasonal employees. Of these employees, the majority, 86% in 1996 and 85% in 1997 were unionized. The Union of Northern Workers (UNW) represented 68% of employees in 1996 and 66% in 1997. The Northwest Territories Teachers' Association represented the remaining unionized employees, 19% in both 1996 and 1997. The following chart depicts the relative size of the employee groups that comprise the public service.

Non-unionized employees belong to either the excluded or management group. In 1996, 547 non-unionized employees were excluded and 244 belonged to the management group. For 1997 these figures were 527 and 224, respectively. Together, excluded and management employees made up 14% of the public service in 1996 and 15% in 1997.

EMPLOYEES BY PAY GROUP



Amendments to the *Public Service Act* (PSA)

On February 21, 1996, *Bill 2* was passed to amend the *Public Service Act*. Prior to the passing of *Bill 2*, the collective bargaining process required that unresolved disagreements, arising during the negotiation of a collective agreement, be referred to an arbitrator for a binding decision. This resulted in decisions being imposed on the GNWT and the UNW by an arbitrator from southern Canada who may not be sensitive to the unique situations in the Northwest Territories.

Under the new *Act*, if negotiations and mediation do not achieve a new collective agreement within a reasonable time after the old agreement expires, the government has the ability to change the terms and conditions of employment. Conversely, the Union and employees have the right to strike. The right to strike was introduced for unionized employee groups. This right may be exercised after meeting certain criteria outlined in the *Public Service Act*, including a mediation process and negotiation of an essential services agreement. This has replaced the previous process of interest arbitration. Collective bargaining now operates in more of a joint problem-solving environment, as the parties can no longer rely upon an arbitrator to resolve an impasse. This is consistent with the GNWT's overall direction of increasing accountability. Amendments also included defined bargaining units and criteria under which positions are excluded from the bargaining unit.

This new framework is modeled after those in place in many of the jurisdictions in Canada, including the framework under the *Canada Labour Code* which applies to other employers and employees in Canada.

The Minister responsible for the *Public Service Act* has made the commitment to enter into discussions with the two unions upon the conclusion of the negotiations of the UNW collective agreement. These discussions will include identifying whether consensus can be achieved for future improvements to the collective bargaining framework.

Union of Northern Workers (UNW)

The Government entered into negotiations for collective agreement renewal with the UNW in early 1996. Due to the changes to the *Public Service Act* in 1996, essential services negotiations were also initiated. At the conclusion of negotiations, the employer put in writing its final offer to the Union for ratification by its members. The members voted in favor of accepting the Employer's offer and ratified the package. Changes included restructuring of salaries, five days mandatory leave without pay, a restructuring of the ultimate removal benefit and the implementation of a new Northern Allowance with travel and cost of living components. A further policy change outside of the collective bargaining arena was the deletion of the Accommodation Allowance. All changes were effective April 1, 1996.

Managers and Excluded Employees

Managers and excluded employees' terms and conditions of employment were amended in a similar manner to UNW employees. These changes were also effective April 1, 1996.

Northwest Territories Teachers' Association

Collective bargaining in 1996 did not result in a negotiated collective agreement. The Minister implemented Terms and Conditions of employment for teachers on December 6, 1996, retroactive to September 1, 1996. The Teachers' Association filed legal action to challenge the Government's right to change the terms and conditions of employment. In a judgement by the Honourable Justice J.E. Richard, it was held that, once all statutory obligations under the *Public Service Act* were met, the Employer did have the right to impose terms and conditions of employment. However, these terms and conditions could not be imposed retroactively.

- *Collective bargaining now operates in more of a joint problem-solving environment, as the parties can no longer rely upon an arbitrator to resolve an impasse.*

- *The average cost to the GNWT for a formal arbitration hearing is about $5,000.*

The Court further confirmed the GNWT's position that the terms and conditions imposed by the Minister did not constitute a collective agreement and did not terminate the parties' obligation to bargain in good faith. The two parties resumed bargaining and a negotiated settlement was reached with the NWTTA on October 2, 1997. The new collective agreement included many of the same provisions as were previously negotiated with the UNW, along with a signing bonus for employees on-strength in 1996/97 and revisions to the Northern Allowance schedule.

Equal Pay

In 1989 the Public Service Alliance of Canada (on behalf of the Union of Northern Workers) filed an equal pay complaint with the Canadian Human Rights Commission against the Government of the Northwest Territories. The Government sought clarification from the Federal Court about whether the Canadian Human Rights Commission has jurisdiction to investigate complaints against the GNWT. The GNWT believed that the complaint should have been made under the territorial legislation, the *Fair Practices Act*.

In 1996 the Federal Court ruled that the Canadian Human Rights Commission had jurisdiction to investigate the equal pay complaint under the *Canadian Human Rights Act*.

The Canadian Human Rights Commission referred part of the complaint to a Tribunal and kept part of the complaint under investigation. In 1997 a Tribunal was named to hear the complaint. In the fall of 1997, efforts to settle the complaint with the assistance of a mediator commenced. In January 1998, mediation ended without a settlement being reached.

Grievances and Arbitrations

The following chart shows arbitration activity during 1996 and 1997. The average cost to the GNWT for a formal arbitration hearing is about $5,000. In 1996, 45 *grievances* were resolved at the third level, with 37 referred to arbitration. In 1997, 49 grievances were resolved at the third level and 44 were referred to arbitration.

The staffing appeal process allows a Government employee or an affirmative action candidate who has applied on a position in the UNW bargaining unit to request a review of a competition if the applicant feels that the competition was improperly conducted. An appeal hearing provides an objective review of the staffing process and application of the *Affirmative Action Policy*, by including representatives from the GNWT, the UNW and a neutral chairperson. Staffing appeal activity for 1996 and 1997 is shown here.

STAFFING APPEALS

	1996			1997		
APPELLANT	APPEAL UPHELD	APPEAL DENIED	TOTAL APPEALS	APPEAL UPHELD	APPEAL DENIED	TOTAL APPEALS
AFFIRMATIVE ACTION NON-EMPLOYEE	3	6	9	3	12	15
AFFIRMATIVE ACTION EMPLOYEE	9	15	24	7	19	26
NON AFFIRMATIVE ACTION EMPLOYEE	6	9	15	3	15	18
TOTAL	18	30	48	13	46	59
% OF TOTAL APPEALS	38	62	100	22	78	100

In 1995/96 a review was initiated of the existing *Sexual Harassment Policy*. This policy includes the designation of sexual harassment officers in each department, board and agency to deal with questions, investigate complaints, and provide pamphlets on sexual harassment and employee rights and responsibilities to employees. The review included input from all GNWT departments, the UNW and NWTTA. The results of the review indicated the policy should be expanded to a *Workplace Harassment Policy*. In 1997 these results were being examined further to determine the feasibility the initiative.

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Workforce Profile

- *The largest region is Headquarters with 33 percent of employees in 1996 and 34% in 1997.*

At the end of 1997, there were 5,246 employees in the public service. This is a decrease of 5.4% from 1996, when there were 5,548 employees in the public service at year-end (a decrease of 9.5 % from 1995 workforce). These figures include all indeterminate, term, part-time and seasonal employees in all departments, boards and agencies.

Approximately 47% of public service employees were employed in Government departments in 1996, with this figure decreasing in 1997 to 44%. Employees of the Education Boards, including Arctic College and Aurora College, accounted for approximately 31% of the public service in 1996 and 32% in 1997. In 1996, approximately 18% of the public service was employed with Hospitals and Health Boards, this figure rising to almost 19.5% in 1997. The remaining 4% for both 1996 and 1997 respectively, were employed in the NWT Housing Corporation and Workers' Compensation Board.

The largest region is Headquarters with 33 percent of employees in 1996 and 34% in 1997. The Kitikmeot remains the smallest region with 6% of the public service in 1996 and 7% in 1997. The majority of GNWT employees (67% in 1996 and 66% in 1997) worked in the western arctic.

Most public service employees were in full-time indeterminate positions (80% in 1996 and 79% in 1997). Only 9% of employees in 1996 and 8% in 1997 were in part-time indeterminate positions, while a minimal 3% and 2% in 1996 and 1997 respectively held seasonal jobs. The remaining percentage of employees worked for a specified term.

The average Government employee over the 1996 and 1997 period was 40 years of age in 1996 and 41 in 1997 and earned $50,000 a year in 1996 and $51,000 in 1997 and had worked for the public service for almost seven years in 1996 and 7.1 years in 1997.

The average aboriginal employee was 39 in 1996, earned $41,000 a year and had 6.6 years of service. In 1997, the average aboriginal employee was 40 years old, earned $42,387, and had 7.2 years of service. The average non-aboriginal employee was 41 years old in 1996, earned $56,000 a year and had 6.7 years of service. In 1997, the average non-aboriginal employee was 41 years old, earned $55,748 and had 7.1 years of service.

The average female employee was 39 in 1996, earned $46,000 a year and had 6 years of service. In 1997, the average female employee was 40 years old, earned $46,923 and had 6.5 years of service. The average male employee was 42 years old in 1996, earned $57,000 a year and had 7.6 years of service. In 1997, the average male employee was 42 years old, earned $56,810 and had 8 years of service.

This information indicates that the GNWT's workforce is fairly young. In addition, employees do not stay with the GNWT for lengthy periods of time. This indicates that efforts are required to reduce turnover and the costs associated with turnover (loss of knowledge and recruitment costs) as well as to engage in more succession planning and facilitate knowledge transfer among employees.

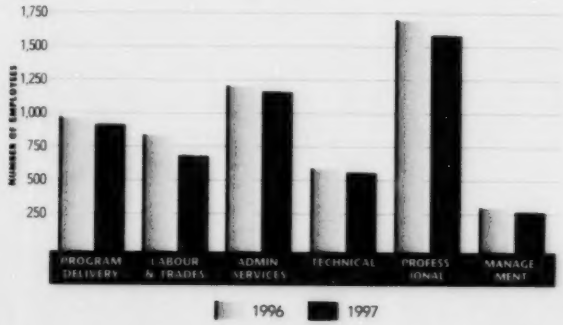
The average Eastern employee was 39 years old in 1996 and 39.5 years in 1997, earned $48,000 a year in 1996 and $48, 566 in 1997, and had almost 5.5 years of service at the end of 1996 and 5.7 at the end of 1997. The average Western Arctic employee was 41 years old in 1996 and 41.6 in 1997, earned $52,000 a year in 1996 and $55,748 in 1997 and had worked for the public service for almost seven and a half years in 1996 and 7.8 in 1997. The higher average ages and salaries in the West can be accounted for by the fact that Yellowknife is located in the West and Senior Management positions are located in Yellowknife. Senior Managers are generally older and earn more than other public service employees.

Of the Western Arctic employees, the average Headquarters employee was 42 years old in 1996 and 41.5 in 1997, earned $61,000 a year in 1996 and $55,809 in 1997 and had almost 9 years of service at the end of 1996 and 8.2 years at the end of 1997.

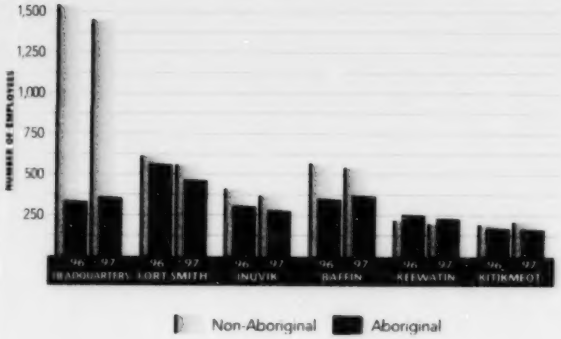
The annual absenteeism rate for the GNWT was 5.5% or approximately 13 days in 1996. This figure was 5.6% in 1997, with the same number of days. A breakdown of these figures shows the average employee was absent for 8 days per year due to illness and nearly 5 days annually for personal/family reasons in both 1996 and 1997.

The tables and graphs provide an overview of employment in the public service for the 1996 and 1997 years.

EMPLOYEES BY OCCUPATIONAL CATEGORY
AT DECEMBER 31



EMPLOYEES BY REGION
AT DECEMBER 31



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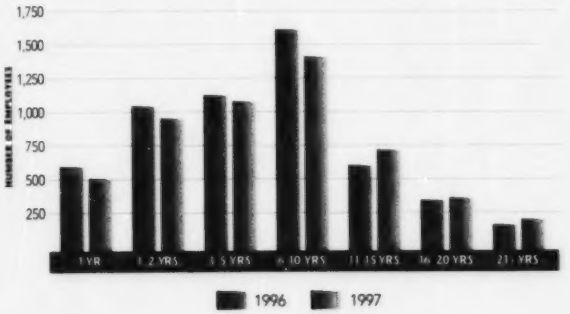
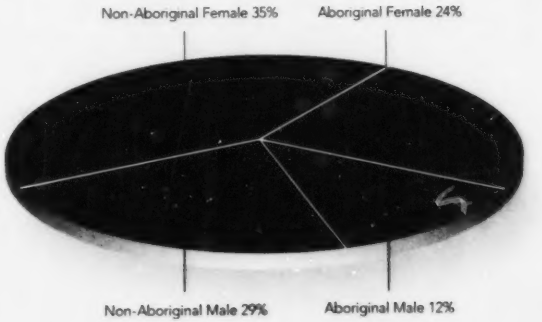
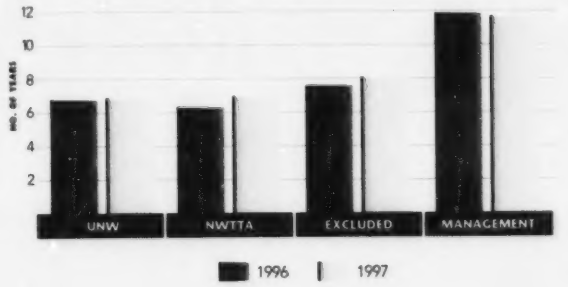
EMPLOYEES BY YEARS OF TERRITORIAL SERVICE
AT DECEMBER 31



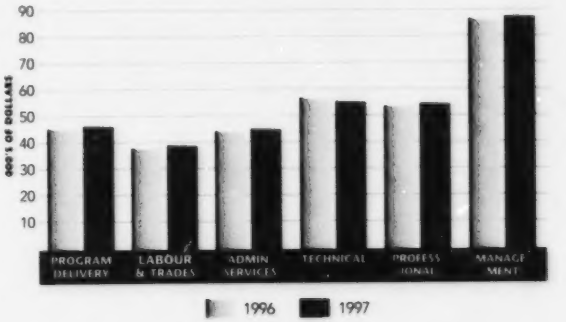
EMPLOYEES BY GENDER 1996 & 1997



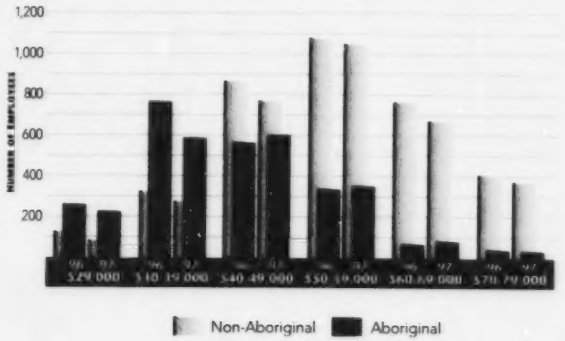
AVERAGE YEARS OF TERRITORIAL SERVICE BY PAY GROUP



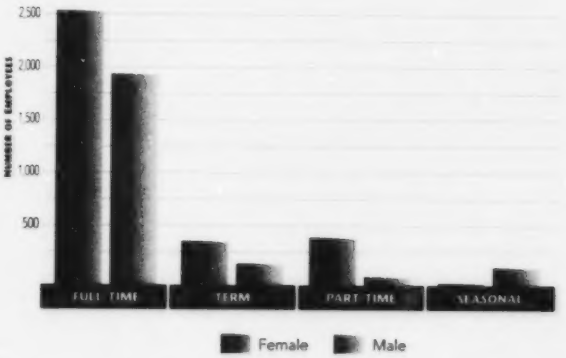
AVERAGE SALARY BY OCCUPATIONAL CATEGORY
AT DECEMBER 31



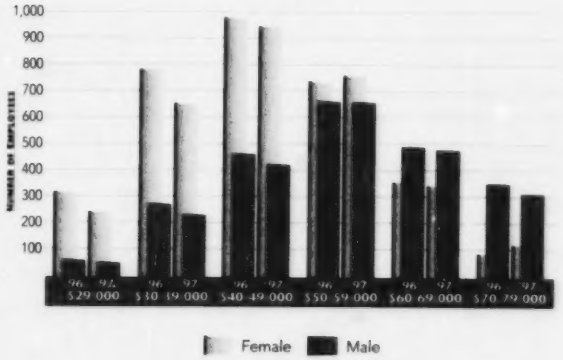
SALARY DISTRIBUTION - ABORIGINAL/NON-ABORIGINAL
AT DECEMBER 31



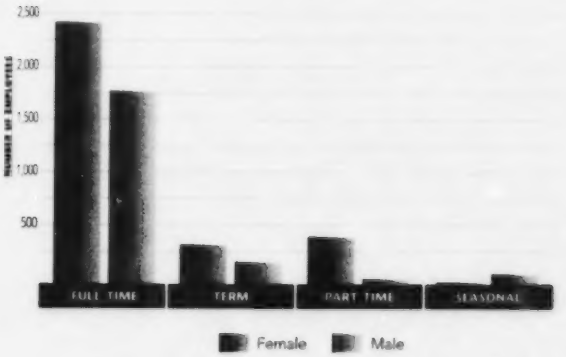
EMPLOYMENT TYPE - MALE/FEMALE, 1996



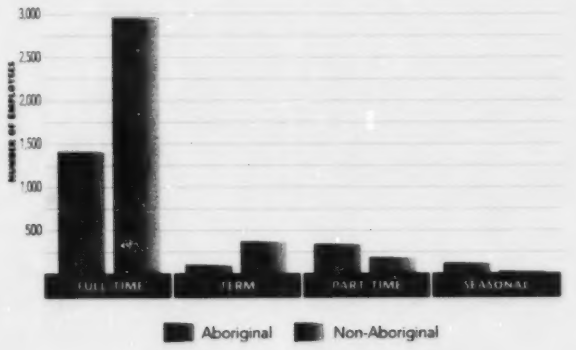
SALARY DISTRIBUTION - MALE/FEMALE
AT DECEMBER 31



EMPLOYMENT TYPE - MALE/FEMALE, 1997

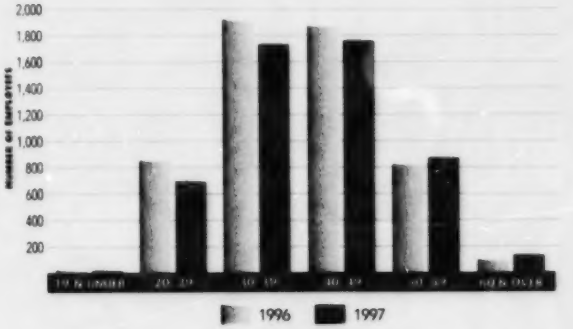


ABORIGINAL/NON-ABORIGINAL BY EMPLOYMENT TYPE, 1996

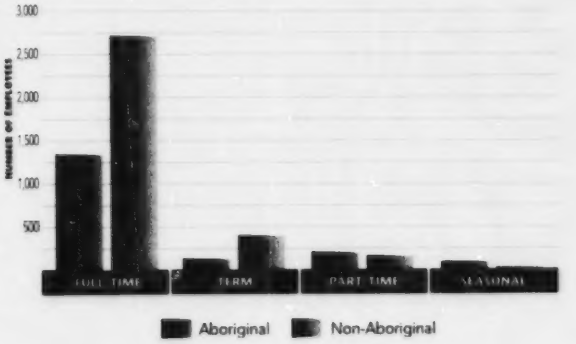


EMPLOYEES BY AGE GROUP

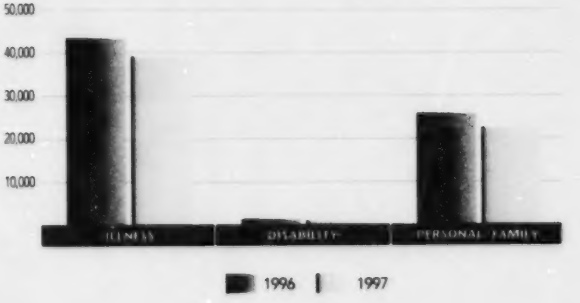
AT DECEMBER 31



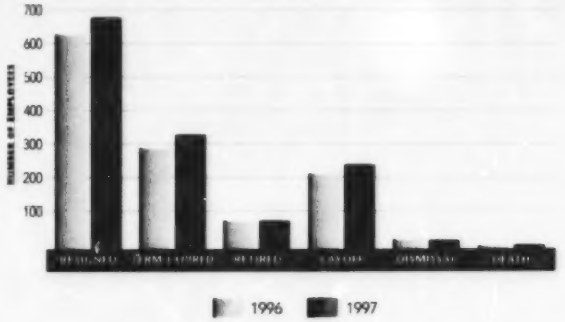
ABORIGINAL/NON-ABORIGINAL BY EMPLOYMENT TYPE, 1997



ABSENTEEISM IN DAYS

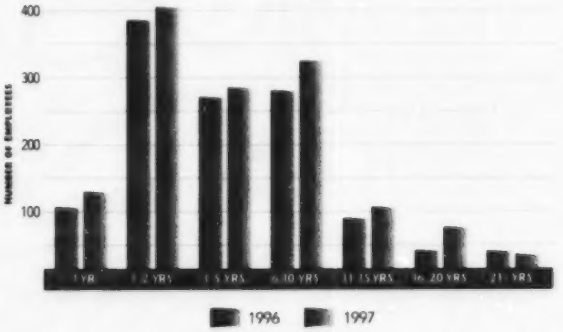


EMPLOYEE TERMINATIONS BY REASON FOR LEAVING



EMPLOYEE TERMINATIONS BY YEARS OF SERVICE

AT DECEMBER 31



Third Level Grievance Activity

	1996			1997		
Department/Board	Accepted at Third Level	Resolved at Third Level	Sent to Arbitration	Accepted at Third Level	Resolved at Third Level	Sent to Arbitration
Executive	–	–	–	–	–	–
Legislative Assembly	–	–	–	–	–	–
Financial Management Board Secretariat	–	–	–	–	–	2
Finance	–	–	–	–	–	–
Aboriginal Affairs	–	–	–	–	–	–
Municipal and Community Affairs	4	3	2	6	3	2
Transportation	7	–	5	8	–	3
Public Works and Services	–	–	2	4	–	9
Health and Social Services	4	6	–	10	6	2
Renewable Resources	2	4	1	5	4	1
Energy, Mines and Petroleum Resources	–	–	–	–	–	–
Economic Development and Tourism	2	–	2	2	–	–
Resources, Wildlife, and Economic Development	–	–	–	5	4	–
Education, Culture and Employment	4	1	2	4	1	1
Safety and Public Services	12	5	7	15	5	1
Justice	13	7	8	19	7	5
Total for Departments	**48**	**26**	**29**	**78**	**30**	**26**
Aurora College	3	3	1	5	3	2
Nunavut Arctic College	2	2	–	1	2	1
Baffin Divisional Education Council	–	–	–	–	–	–
Beaufort/Delta Divisional Education Council	–	–	–	–	–	–
Board of Secondary Education, Yellowknife	–	–	–	–	–	–
Deh Cho Divisional Education Council	–	–	–	–	–	–
Dogrib Divisional Education Council	1	1	–	1	1	–
Keewatin Divisional Education Council	2	–	–	2	–	3
Kitikmeot Divisional Education Council	–	–	–	1	–	–
Sahtu Divisional Education Council	–	–	–	–	–	1
South Slave Divisional Education Council	3	1	3	6	1	–
Total for Education Boards	**11**	**7**	**4**	**16**	**7**	**7**

Third Level Grievance Activity *(Continued)*

Department/Board	1996			1997		
	Accepted at Third Level	Resolved at Third Level	Sent to Arbitration	Accepted at Third Level	Resolved at Third Level	Sent to Arbitration
Baffin Regional Health Board	1	1	–	2	1	–
Deh Cho Health and Social Services	–	–	–	–	–	–
Dogrib Health and Social Services	–	–	–	–	–	–
Fort Smith Health Centre	–	–	–	–	–	–
Inuvik Regional Health Board	1	3	2	7	3	1
Keewatin Regional Health Board	1	1	–	1	1	–
Kitikmeot Health Board	1	1	–	1	1	–
Mackenzie Regional Health Service	–	–	–	1	–	2
Stanton Regional Hospital	7	5	2	10	5	5
Yellowknife Health and Social Services	–	–	–	–	–	–
Total for Health Boards	**11**	**11**	**4**	**22**	**11**	**8**
NWT Housing Corporation	1	1	–	1	1	–
Workers' Compensation Board	–	–	–	–	–	–
Union Policy	4	–	–	–	–	3
Total of Public Service	**75**	**45**	**37**	**117**	**49**	**44**

Aboriginal Employee Distribution by Community

(AS OF DECEMBER 31)

	1996			1997		
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	**1,849**	**294**	**16%**	**1,765**	**303**	**17%**
Ottawa	3	0	0%	1	0	0%
Yellowknife	1846	294	16%	1764	303	17%
Fort Smith Region	**1,172**	**553**	**47%**	**1,051**	**482**	**46%**
Dettah	5	4	80%	3	2	67%
Enterprise	8	4	50%	8	4	50%
Fort Liard	40	26	65%	36	23	64%
Fort Providence	38	27	71%	37	25	68%
Fort Resolution	40	29	73%	28	20	71%
Fort Simpson	170	85	50%	151	77	51%
Fort Smith	388	151	39%	360	132	37%
Hay River	295	116	39%	253	98	39%
Hay River Reserve	6	5	83%	5	4	80%
Jean Marie River	4	3	75%	4	3	75%
Kakisa	2	1	50%	1	0	0%
Lutsel K'e	26	22	85%	12	8	67%
Nahanni Butte	6	4	67%	5	3	60%
Rae Lakes	6	3	50%	8	3	38%
Rae-Edzo	82	35	43%	87	44	51%
Snare Lake	6	3	50%	6	3	50%
Trout Lake	10	9	90%	8	7	88%
Wha Ti	20	11	55%	19	11	58%
Wrigley	20	15	75%	20	15	75%
Inuvik Region	**713**	**325**	**46%**	**644**	**276**	**43%**
Aklavik	41	25	61%	34	20	59%
Colville Lake	6	5	83%	6	4	67%
Deline	35	21	60%	30	15	50%
Fort Good Hope	33	16	48%	33	17	52%
Fort McPherson	49	31	63%	42	30	71%
Inuvik	392	160	41%	345	136	39%

Aboriginal Employee Distribution by Community *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees	Total Employees	Aboriginal Employees	% Aboriginal Employees
Inuvik Region *(continued)*						
Norman Wells	65	12	18%	68	12	18%
Paulatuk	13	7	54%	15	6	40%
Sachs Harbour	6	3	50%	5	2	40%
Tsiigehtchic	7	5	71%	6	3	50%
Tuktoyaktuk	38	21	55%	36	16	44%
Tulita	28	19	68%	24	15	63%
Total Western Arctic	**3,734**	**1,172**	**31%**	**3,460**	**1,061**	**31%**
Baffin Region	**992**	**410**	**42%**	**978**	**418**	**43%**
Arctic Bay	39	21	54%	36	21	58%
Broughton Island	31	17	55%	26	16	62%
Cape Dorset	55	33	60%	52	29	56%
Clyde River	36	20	56%	37	18	49%
Grise Fiord	12	7	58%	16	8	50%
Hall Beach	28	16	57%	26	16	62%
Igloolik	56	28	50%	53	30	57%
Iqaluit	527	156	30%	533	170	32%
Kimmirut	28	13	46%	26	14	54%
Montreal	14	4	29%	13	4	31%
Nanisivik	8	5	63%	8	5	63%
Pangnirtung	60	37	62%	53	36	68%
Pond Inlet	58	35	60%	59	32	54%
Resolute	12	4	33%	15	6	40%
Sanikiluaq	28	14	50%	25	13	52%
Keewatin Region	**485**	**250**	**51%**	**461**	**239**	**52%**
Arviat	77	39	51%	76	41	54%
Baker Lake	71	45	63%	61	37	61%
Chesterfield Inlet	17	12	71%	19	13	68%
Churchill	12	7	58%	9	5	56%
Coral Harbour	40	22	55%	43	24	56%

Aboriginal Employee Distribution by Community *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees	Total Employees	Aboriginal Employees	% Aboriginal Employees
Keewatin Region *(continued)*						
Rankin Inlet	226	105	45%	218	103	47%
Repulse Bay	27	11	41%	24	10	42%
Whale Cove	15	9	60%	11	6	55%
Kitikmeot Region	**337**	**164**	**49%**	**347**	**161**	**46%**
Bathurst Inlet	1	1	100%	1	1	100%
Cambridge Bay	151	69	45%	149	68	46%
Gjoa Haven	39	19	49%	41	20	49%
Holman	21	14	67%	25	16	64%
Kugluktuk	72	35	49%	78	33	42%
Pelly Bay	16	8	50%	21	9	43%
Taloyoak	36	17	47%	31	13	42%
Umingmaktok	1	1	100%	1	1	100%
Total Eastern Arctic	**1,814**	**824**	**45%**	**1,786**	**818**	**46%**
Total Public Service	**5,548**	**1,996**	**36%**	**5,246**	**1,879**	**36%**

Note: *Some employees are coded to a corporate headquarters rather than to a specific community. Some employees are coded to a region other than the one normally associated with a community*

Northern Recruitment

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Emp. Recruited in the North	% Northern Recruitment	Total Number of Employess	Emp. Recruited in the North	% Northern Recruitment
Executive	70	54	77%	69	54	78%
Legislative Assembly	27	21	78%	31	25	81%
Financial Management Board Secretariat	182	140	77%	160	127	79%
Finance	47	35	74%	45	37	82%
Intergovernmental and Aboriginal Affairs	24	18	75%	23	18	78%
Municipal and Community Affairs	140	110	79%	136	109	80%
Transportation	301	253	84%	303	250	83%
Public Works and Services	415	307	74%	353	264	75%
Health and Social Services	263	202	77%	148	118	80%
Renewable Resources	379	335	88%			
Energy, Mines and Petroleum Resources	24	14	58%			
Economic Development and Tourism	121	94	78%			
Resources, Wildlife, & Economic Development				448	379	85%
Education, Culture and Employment	239	200	84%	227	191	84%
Safety and Public Services	15	13	87%			
Justice	352	304	86%	371	325	88%
Aurora College	158	127	80%	155	124	80%
Nunavut Arctic College	134	95	71%	146	104	71%
Baffin Divisional Education Council	419	258	62%	404	252	62%
Beaufort/Delta Divisional Education Council	161	107	66%	148	84	57%
Board of Secondary Education, Yellowknife	27	12	44%	8	5	63%
Deh Cho Divisional Education Council	101	66	65%	98	68	69%
Dogrib Divisional Education Council	68	41	60%	79	52	66%
Keewatin Divisional Education Council	203	127	63%	210	126	60%
Kitikmeot Divisional Education Council	162	94	58%	160	85	53%
Sahtu Divisional Education Council	87	58	67%	81	48	59%
South Slave Divisional Education Council	202	144	71%	183	130	71%

Northern Recruitment *(Continued)*

	1996			1997		
Department/Board	Total Number of Employees	Emp. Recruited in the North	% Northern Recruitment	Total Number of Employess	Emp. Recruited in the North	% Northern Recruitment
Baffin Regional Health Board	216	108	50%	240	132	55%
Deh Cho Health & Social Services Board				50	40	80%
Dogrib Community Services Board				25	12	48%
Fort Smith Health Centre	50	35	70%	50	35	70%
Inuvik Regional Health Board	180	110	61%	182	129	71%
Keewatin Regional Health Board	88	46	52%	93	49	53%
Kitikmeot Health Board	56	37	66%	76	47	62%
Mackenzie Regional Health Service	107	73	68%			
Stanton Regional Hospital	305	207	68%	302	226	75%
Yellowknife Health and Social Services				28	24	86%
NWT Housing Corporation	146	103	71%	123	93	76%
Workers' Compensation Board	79	64	81%	91	77	85%
Total	**5,548**	**4,012**	**72%**	**5,246**	**3,839**	**73%**
Region						
Headquarters	1,849	1405	76%	1765	1394	79%
Fort Smith	1,172	914	78%	1051	824	78%
Inuvik	713	515	72%	644	454	70%
Baffin	992	639	64%	978	652	67%
Keewatin	485	323	67%	461	302	66%
Kitikmeot	337	216	64%	347	213	61%
Total	**5,548**	**4,012**	**72%**	**5,246**	**3,839**	**73%**

Aboriginal Employment

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Number of Aboriginal Emp.	% Aboriginal Employees	Total Number of Aboriginal Emp.	Number of Aboriginal Emp.	% Aboriginal Employees
Executive	70	19	27%	69	16	23%
Legislative Assembly	27	3	11%	31	4	13%
Financial Management Board Secretariat	182	48	26%	160	46	29%
Finance	47	8	17%	45	8	18%
Aboriginal Affairs	24	8	33%	23	6	26%
Municipal and Community Affairs	140	36	26%	136	38	28%
Transportation	301	100	33%	303	104	34%
Public Works and Services	415	160	39%	353	132	37%
Health and Social Services	263	94	36%	148	31	21%
Renewable Resources	379	211	56%			
Energy, Mines and Petroleum Resources	24	3	13%			
Economic Development and Tourism	121	33	27%			
Resources, Wildlife, and Economic Development				448	194	43%
Education, Culture and Employment	239	79	33%	227	77	34%
Safety and Public Services	15	5	33%			
Justice	352	104	30%	371	113	30%
Aurora College	158	38	24%	155	35	23%
Nunavut Arctic College	134	35	26%	146	47	32%
Baffin Divisional Education Council	419	218	52%	404	212	52%
Beaufort/Delta Divisional Education Council	161	70	43%	148	64	43%
Board of Secondary Education, Yellowknife	27	1	4%	8	0	0%
Deh Cho Divisional Education Council	101	49	49%	98	47	48%
Dogrib Divisional Education Council	68	28	41%	79	39	49%
Keewatin Divisional Education Council	203	106	52%	210	107	51%
Kitikmeot Divisional Education Council	162	78	48%	160	73	46%
Sahtu Divisional Education Council	87	38	44%	81	30	37%
South Slave Divisional Education Council	202	58	29%	183	51	28%

Aboriginal Employment *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Number of Aboriginal Emp.	% Aboriginal Employees	Total Number of Aboriginal Emp.	Number of Aboriginal Emp.	% Aboriginal Employees
Baffin Regional Health Board	216	79	37%	240	96	40%
Deh Cho Health and Social Services				50	32	64%
Dogrib Health and Social Services				25	11	44%
Fort Smith Health Centre	50	20	40%	50	19	38%
Inuvik Regional Health Board	180	68	38%	182	74	41%
Keewatin Regional Health Board	88	45	51%	93	43	46%
Kitikmeot Health Board	56	32	57%	76	35	46%
Mackenzie Regional Health Service	107	42	39%			
Stanton Regional Hospital	305	28	9%	302	34	11%
Yellowknife Health and Social Services				28	5	18%
NWT Housing Corporation	148	40	27%	123	40	33%
Workers' Compensation Board	77	12	16%	91	16	18%
Total	**5,548**	**1,996**	**36%**	**5,246**	**1,879**	**36%**
Region						
Headquarters	1849	294	16%	1765	303	17%
Fort Smith	1172	553	47%	1051	482	46%
Inuvik	713	325	46%	644	276	43%
Baffin	992	410	41%	978	418	43%
Keewatin	485	250	52%	461	239	52%
Kitikmeot	337	164	49%	347	161	46%
Total	**5,548**	**1,996**	**36%**	**5,246**	**1,879**	**36%**

Indigenous Non-Aboriginal Employment

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Indigenous Non-Aboriginal Emp.	% Indigenous Non-Aboriginal Emp.	Total Number of Employees	Indigenous Non-Aboriginal Emp.	% Indigenous Non-Aboriginal Emp.
Executive	70	10	14%	69	16	23%
Legislative Assembly	27	7	26%	31	10	32%
Financial Management Board Secretariat	182	25	14%	160	26	16%
Finance	47	8	17%	45	5	11%
Intergovernmental and Aboriginal Affairs	24	6	25%	23	6	26%
Municipal and Community Affairs	140	18	13%	136	18	13%
Transportation	301	36	12%	303	45	15%
Public Works and Services	415	31	7%	353	31	9%
Health and Social Services	263	26	10%	148	21	14%
Renewable Resources	379	20	5%			
Energy, Mines and Petroleum Resources	24	1	4%			
Economic Development and Tourism	121	10	8%			
Resources, Wildlife, and Economic Development				448	29	6%
Education, Culture and Employment	239	22	9%	227	21	9%
Safety and Public Services	15	2	13%			
Justice	352	54	15%	371	58	16%
Aurora College	158	12	8%	155	9	6%
Nunavut Arctic College	134	4	3%	146	5	3%
Baffin Divisional Education Council	419	3	1%	404	2	0%
Beaufort/Delta Divisional Education Council	161	9	6%	148	6	4%
Board of Secondary Education, Yellowknife	27	0	0%	8	0	0%
Deh Cho Divisional Education Council	101	1	1%	98	1	1%
Dogrib Divisional Education Council	68	0	0%	79	1	1%
Keewatin Divisional Education Council	203	0	0%	210	0	0%
Kitikmeot Divisional Education Council	162	0	0%	160	0	0%
Sahtu Divisional Education Council	87	1	1%	81	1	1%
South Slave Divisional Education Council	202	22	11%	183	17	9%

Indigenous Non-Aboriginal Employment *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Indigenous Non-Aboriginal Emp.	% Indigenous Non-Aboriginal Emp.	Total Number of Employees	Indigenous Non-Aboriginal Emp.	% Indigenous Non-Aboriginal Emp.
Baffin Regional Health Board	216	3	1%	240	2	1%
Deh Cho Health & Social Services Board				50	1	2%
Dogrib Community Services Board				25	0	0%
Fort Smith Health Centre	50	0	0%	50	0	0%
Inuvik Regional Health Board	180	2	1%	182	2	1%
Keewatin Regional Health Board	88	1	1%	93	1	1%
Kitikmeot Health Board	56	0	0%	76	0	0%
Mackenzie Regional Health Service	107	3	3%			
Stanton Regional Hospital	305	26	9%	302	27	9%
Yellowknife Health & Social Services				28	3	11%
NWT Housing Corporation	146	12	8%	123	12	10%
Workers' Compensation Board	79	22	28%	91	25	27%
Total	**5,548**	**397**	**7%**	**5,246**	**401**	**8%**
Region						
Headquarters	1,849	261	14%	1765	280	16%
Fort Smith	1,172	74	6%	1051	72	7%
Inuvik	713	30	4%	644	24	4%
Baffin	992	18	2%	978	16	2%
Keewatin	485	12	2%	461	8	2%
Kitikmeot	337	2	1%	347	1	0%
Total	**5,548**	**397**	**7%**	**5,246**	**401**	**8%**

Disabled Persons Employment

(AS OF DECEMBER 31)

Department/Board	1996			1997		
	Total Number of Employees	Number of Disabled Emp.	% Disabled Employee	Total Number of Employees	Number of Disabled Emp.	% Disabled Employee
Executive	70	0	0.00%	69	0	0.00%
Legislative Assembly	27	0	0.00%	31	0	0.00%
Financial Management Board Secretariat	182	2	1.10%	160	2	1.25%
Finance	47	1	2.13%	45	1	2.22%
Aboriginal Affairs	24	0	0.00%	23	0	0.00%
Municipal and Community Affairs	140	0	0.00%	136	0	0.00%
Transportation	301	2	0.66%	303	2	0.66%
Public Works and Services	415	5	1.20%	353	4	1.13%
Health and Social Services	263	4	1.52%	148	1	0.68%
Renewable Resources	379	2	0.53%			
Energy, Mines and Petroleum Resources	24	0	0.00%			
Economic Development and Tourism	121	1	0.83%			
Resources, Wildlife and Economic Development				448	2	0.45%
Education, Culture and Employment	239	0	0.00%	227	1	0.44%
Safety and Public Services	15	0	0.00%			
Justice	352	1	0.28%	371	2	0.54%
Aurora College	158	0	0.00%	155	0	0.00%
Nunavut Arctic College	134	1	0.75%	146	1	0.68%
Baffin Divisional Education Council	419	0	0.00%	404	0	0.00%
Beaufort/Delta Divisional Education Council	161	0	0.00%	148	1	0.68%
Board of Secondary Education, Yellowknife	27	1	3.70%	8	0	0.00%
Deh Cho Divisional Education Council	101	1	0.99%	98	1	1.02%
Dogrib Divisional Education Council	68	0	0.00%	79	0	0.00%
Keewatin Divisional Education Council	203	1	0.49%	210	0	0.00%
Kitikmeot Divisional Education Council	162	0	0.00%	160	0	0.00%
Sahtu Divisional Education Council	87	0	0.00%	81	0	0.00%
South Slave Divisional Education Council	202	1	0.50%	183	1	0.55%

Disabled Persons Employment *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Number of Disabled Emp	% Disabled Employee	Total Number of Employees	Number of Disabled Emp	% Disabled Employee
Baffin Regional Health Board	216	0	0.00%	240	0	0.00%
Deh Cho Health & Social Services Board				50	0	0.00%
Dogrib Community Services Board				25	0	0.00%
Fort Smith Health Centre	50	0	0.00%	50	0	0.00%
Inuvik Regional Health Board	180	0	0.00%	182	7	3.85%
Keewatin Regional Health Board	88	1	1.14%	93	1	1.08%
Kitikmeot Health Board	56	1	1.79%	76	1	1.32%
Mackenzie Regional Health Service	107	0	0.00%			
Stanton Regional Hospital	305	2	0.66%	302	2	0.66%
Yellowknife Health and Social Services				28	1	3.57%
NWT Housing Corporation	146	0	0.00%	123	1	0.81%
Workers' Compensation Board	79	2	2.53%	91	2	2.20%
Total	**5,548**	**29**	**0.52%**	**5,246**	**34**	**0.00%**
Region						
Headquarters	1,849	13	0.70%	1765	13	0.74%
Fort Smith	1,172	9	0.77%	1051	5	0.48%
Inuvik	713	2	0.28%	644	11	1.71%
Baffin	992	2	0.20%	978	2	0.20%
Keewatin	485	2	0.41%	461	1	0.22%
Kitikmeot	337	1	0.30%	347	2	0.58%
Total	**5,548**	**29**	**0.52%**	**5,246**	**34**	**0.65%**

Women in Management

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management
Executive	13	5	38%	13	6	46%
Legislative Assembly	4	1	25%	5	1	20%
Financial Management Board Secretariat	22	4	18%	20	3	15%
Finance	8	1	13%	8	2	25%
Aboriginal Affairs	4	0	0%	6	0	0%
Municipal and Community Affairs	19	1	5%	17	3	18%
Transportation	17	2	12%	18	2	11%
Public Works and Services	20	2	10%	16	2	13%
Health and Social Services	15	6	40%	12	5	42%
Renewable Resources	23	1	4%			
Energy, Mines and Petroleum Resources	3	0	0%			
Economic Development and Tourism	14	1	7%			
Resources Wildlife & Economic Development				42	3	7%
Education, Culture and Employment	20	7	35%	21	8	38%
Safety and Public Services	1	0	0%			
Justice	18	5	28%	19	6	32%
Aurora College	14	8	57%	13	6	46%
Nunavut Arctic College	11	3	27%	9	2	22%
Baffin Divisional Education Council	6	1	17%	5	1	20%
Beaufort/Delta Divisional Education Council	1	1	100%	1	1	100%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Education Council	2	0	0%	2	0	0%
Dogrib Divisional Education Council	0	0	0%	0	0	0%
Keewatin Divisional Education Council	2	1	50%	1	0	0%
Kitikmeot Divisional Education Council	3	1	33%	2	1	50%
Sahtu Divisional Education Council	0	0	0%	0	0	0%
South Slave Divisional Education Council	2	1	50%	1	0	0%

Women in Management *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management
Baffin Regional Health Board	7	5	71%	7	5	71%
Deh Cho Health & Family Services				2	2	100%
Dogrib Community Services Board				1	1	100%
Fort Smith Health Centre	3	2	67%	2	2	100%
Inuvik Regional Health Board	5	3	60%	3	3	100%
Keewatin Regional Health Board	2	1	50%	2	1	50%
Kitikmeot Health Board	1	1	100%	1	1	100%
Mackenzie Regional Health Service	2	2	100%			
Stanton Regional Hospital	3	1	33%	3	1	33%
Yellowknife Health & Social Services				0	0	0%
NWT Housing Corporation	19	1	5%	15	1	7%
Workers' Compensation Board	4	2	50%	5	3	60%
Total	**288**	**70**	**24%**	**272**	**72**	**26%**
Region						
Headquarters	163	35	21%	158	41	26%
Fort Smith	42	9	21%	39	8	21%
Inuvik	21	8	38%	17	7	41%
Baffin	34	12	35%	32	10	31%
Keewatin	16	3	19%	14	4	29%
Kitikmeot	12	3	25%	12	2	17%
Total	**288**	**70**	**24%**	**272**	**72**	**26%**

Aboriginal Managers

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Mgmt Employees	No. of Aboriginal Managers	% Aboriginal Managers	Total Mgmt Employees	No. of Aboriginal Managers	% Aboriginal Managers
Executive	13	3	23%	13	2	15%
Legislative Assembly	4	0	0%	5	0	0%
Financial Management Board Secretariat	22	1	5%	20	1	5%
Finance	8	1	13%	8	1	13%
Aboriginal Affairs	4	2	50%	6	3	50%
Municipal and Community Affairs	19	3	16%	17	4	24%
Transportation	17	3	18%	18	3	17%
Public Works and Services	20	1	5%	16	2	13%
Health and Social Services	15	1	7%	12	0	0%
Renewable Resources	23	3	13%			
Energy, Mines and Petroleum Resources	3	0	0%			
Economic Development and Tourism	14	1	7%			
Resources, Wildlife & Economic Development				42	4	10%
Education, Culture and Employment	20	4	20%	21	7	33%
Safety and Public Services	1	0	0%			
Justice	18	1	6%	19	1	5%
Aurora College	14	3	21%	13	2	15%
Nunavut Arctic College	11	0	0%	9	0	0%
Baffin Divisional Education Council	6	1	17%	5	1	20%
Beaufort/Delta Divisional Education Council	1	0	0%	1	0	0%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Education Council	2	0	0%	2	0	0%
Dogrib Divisional Education Council	0	0	0%	0	0	0%
Keewatin Divisional Education Council	2	0	0%	1	0	0%
Kitikmeot Divisional Education Council	3	0	0%	2	0	0%
Sahtu Divisional Education Council	0	0	0%			
South Slave Divisional Education Council	2	1	50%	1	0	0%

Aboriginal Managers *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management	Total Mgmt Employees	Number of Women in Mgmt.	% Women in Management
Baffin Regional Health Board	7	0	0%	7	1	14
Deh Cho Health & Family Services				2	1	50%
Dogrib Community Services Board				1	0	0%
Fort Smith Health Centre	3	0	0%	2	0	0%
Inuvik Regional Health Board	5	1	20%	3	0	0%
Keewatin Regional Health Board	2	0	0%	2	0	0%
Kitikmeot Health Board	1	0	0%	1	0	0%
Mackenzie Regional Health Service	2	0	0%			
Stanton Regional Hospital	3	0	0%	3	0	0%
Yellowknife Health & Social Services				0	0	0%
NWT Housing Corporation	19	2	11%	15	4	27%
Workers' Compensation Board	4	0	0%	5	0	0%
Total	**288**	**32**	**11%**	**272**	**37**	**14%**
Region						
Headquarters	163	10	6%	158	13	8%
Fort Smith	42	11	26%	39	10	25%
Inuvik	21	4	19%	17	2	12%
Baffin	34	3	9%	32	5	16%
Keewatin	16	1	6%	14	3	21%
Kitikmeot	12	3	25%	12	4	33%
Total	**288**	**32**	**11%**	**272**	**37**	**14**

Women in Non-Traditional Employment

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Employees in Non-Traditional	Women in Non-Traditional	% Women in Non-Traditional	Employees in Non-Traditional	Women in Non-Traditional	% Women in Non-Traditional
Executive	1	1	100%	1	0	0%
Legislative Assembly	2	0	0%	2	0	0%
Financial Management Board Secretariat	22	7	32%	17	6	35%
Finance	4	1	25%	3	1	33%
Aboriginal Affairs	0	0	0%	0	0	0%
Municipal and Community Affairs	44	10	23%	29	6	21%
Transportation	195	18	9%	173	14	8%
Public Works and Services	232	11	5%	203	11	5%
Health and Social Services	5	0	0%	11	1	9%
Renewable Resources	203	9	4%			
Energy, Mines and Petroleum Resources	5	0	0%			
Economic Development and Tourism	4	1	25%			
Resources, Wildlife & Economic Development				154	7	5%
Education, Culture and Employment	4	1	25%	4	1	25%
Safety and Public Services	2	0	0%			
Justice	26	9	35%	126	34	27%
Aurora College	3	0	0%	4	0	0%
Nunavut Arctic College	2	1	50%	2	1	50%
Baffin Divisional Education Council	1	1	100%	0	0	0%
Beaufort/Delta Divisional Education Council	1	0	0%	0	0	0%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Education Council	1	1	100%	1	1	100%
Dogrib Divisional Education Council	0	0	0%	0	0	0%
Keewatin Divisional Education Council	2	2	100%	1	1	100%
Kitikmeot Divisional Education Council	1	0	0%	0	0	0%
Sahtu Divisional Education Council	0	0	0%	0	0	0%
South Slave Divisional Education Council	1	1	0%	0	0	0%

Women in Non-Traditional Employment *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Employees in Non-Traditional	Women in Non-Traditional	% Women in Non-Traditional	Employees in Non-Traditional	Women in Non-Traditional	% Women in Non-Traditional
Baffin Regional Health Board	8	0	0%	7	1	17%
Deh Cho Health & Family Services				3	3	100%
Dogrib Community Services Board				0	0	0%
Fort Smith Health Centre	2	2	100%	3	2	67%
Inuvik Regional Health Board	7	3	43%	5	1	20%
Keewatin Regional Health Board	2	2	100%	1	1	100%
Kitikmeot Health Board	1	0	0%	2	0	0%
Mackenzie Regional Health Service	4	1	25%			
Stanton Regional Hospital	10	0	0%	11	1	9%
Yellowknife Health & Social Services				1	0	0%
NWT Housing Corporation	23	4	17%	16	4	25%
Workers' Compensation Board	15	2	13%	18	3	17%
Total	**833**	**88**	**11%**	**798**	**100**	**13%**
Region						
Headquarters	282	37	13%	286	387	13%
Fort Smith	255	26	10%	233	35	15%
Inuvik	117	7	6%	102	6	6%
Baffin	83	8	10%	96	14	15%
Keewatin	63	9	14%	55	7	13%
Kitikmeot	33	1	3%	26	0	0%
Total	**833**	**88**	**11%**	**798**	**100**	**13%**

Employees Receiving Bilingual/Language Allowances

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Employees Receiving Allow.	% Receiving Allowance	Total Number of Employees	Employees Receiving Allow.	% Receiving Allowance
Executive	70	5	7%	69	3	4%
Legislative Assembly	27	1	4%	31	3	10%
Financial Management Board Secretariat	182	5	3%	160	9	6%
Finance	47	1	2%	45	0	0%
Aboriginal Affairs	24	1	4%	23	1	4%
Municipal and Community Affairs	140	10	7%	136	17	13%
Transportation	301	4	1%	303	8	3%
Public Works and Services	415	13	3%	353	15	4%
Health and Social Services	263	28	11%	148	5	3%
Renewable Resources	379	17	4%			
Energy, Mines and Petroleum Resources	24	0	0%			
Economic Development and Tourism	121	7	6%			
Resources, Wildlife & Economic Development				448	32	7%
Education, Culture and Employment	239	14	6%	227	30	13%
Safety and Public Services	15	0	0%			
Justice	352	18	5%	371	50	13%
Aurora College	158	2	1%	155	1	1%
Nunavut Arctic College	134	12	9%	146	26	18%
Baffin Divisional Education Council	419	167	40%	404	43	11%
Beaufort/Delta Divisional Education Council	161	8	5%	148	5	3%
Board of Secondary Education, Yellowknife	27	0	0%	8	0	0%
Deh Cho Divisional Education Council	101	16	16%	98	8	8%
Dogrib Divisional Education Council	68	21	31%	79	7	9%
Keewatin Divisional Education Council	203	80	39%	210	31	15%
Kitikmeot Divisional Education Council	162	33	20%	160	5	3%
Sahtu Divisional Education Council	87	19	22%	81	10	12%
South Slave Divisional Education Council	202	4	2%	183	6	3%

Employees Receiving Bilingual/Language Allowances *(Continued)*

(AS OF DECEMBER 31)

	1996			1997		
Department/Board	Total Number of Employees	Employees Receiving Allow	% Receiving Allowance	Total Number of Employees	Employees Receiving Allow	% Receiving Allowance
Baffin Regional Health Board	216	3	1%	240	57	24%
Deh Cho Health and Family Services				50	18	36%
Dogrib Divisional Board of Education				25	9	36%
Fort Smith Health Centre	50	7	14%	50	7	14%
Inuvik Regional Health Board	180	16	9%	182	24	13%
Keewatin Regional Health Board	88	18	20%	93	27	29%
Kitikmeot Health Board	56	5	9%	76	28	37%
Mackenzie Regional Health Service	107	20	19%			
Stanton Regional Hospital	305	5	2%	302	8	3%
Yellowknife Health and Social Services				28	2	7%
NWT Housing Corporation	146	1	1%	123	11	9%
Workers' Compensation Board	79	1	1%	91	3	3%
Total	**5,548**	**562**	**10%**	**5,246**	**509**	**10%**
Region						
Headquarters	1,849	38	2%	1765	62	4%
Fort Smith	1,172	84	7%	1051	71	7%
Inuvik	713	51	7%	644	49	8%
Baffin	992	209	21%	978	187	19%
Keewatin	485	130	27%	461	91	20%
Kitikmeot	337	50	15%	347	49	14%
Total	**5,548**	**562**	**10%**	**5,246**	**509**	**10%**

Employee Turnover

Department/Board	1996 Percentage Turnover	1997 Percentage Turnover
Executive	46%	28%
Legislative Assembly	18%	10%
Financial Management Board Secretariat	16%	19%
Finance	12%	22%
Aboriginal Affairs	0%	17%
Municipal and Community Affairs	21%	23%
Transportation	17%	14%
Public Works and Services	28%	29%
Health and Social Services	19%	22%
Renewable Resources	9%	
Energy, Mines and Petroleum Resources	20%	
Economic Development and Tourism	22%	
Resources, Wildlife, and Economic Dev.		29%
Education, Culture and Employment	20%	21%
Safety and Public Services	29%	
Justice	1%9	15%
Aurora College	25%	22%
Nunavut Arctic College	18v	34%
Baffin Divisional Education Council	21%	25%
Beaufort/Delta Divisional Education Council	29v	37%
Board of Secondary Education, Yellowknife	11%	100%
Deh Cho Divisional Education Council	16%	20%
Dogrib Divisional Education Council	19%	5%
Keewatin Divisional Education Council	18%	17%
Kitikmeot Divisional Education Council	16%	24%
Sahtu Divisional Education Council	25%	49%
South Slave Divisional Education Council	15%	25%

Department/Board	1996 Percentage Turnover	1997 Percentage Turnover
Baffin Regional Health Board	29%	33%
Deh Cho Health & Social Services Board		26%
Dogrib Community Services Board		16%
Fort Smith Health Centre	10%	22%
Inuvik Regional Health Board	17%	40%
Keewatin Regional Health Board	29%	41%
Kitikmeot Health Board	23%	18%
Mackenzie Regional Health Service	25%	18%
Stanton Regional Hospital	19%	18%
YK Health and Social Services		14%
NWT Housing Corporation	30%	32%
Workers' Compensation Board	10%	19%
Overall Average for Departments/Boards	**21%**	**25%**
Region		
Headquarters	18%	23%
Fort Smith	15%	20%
Inuvik	25%	35%
Baffin	25%	29%
Keewatin	22%	242%
Kitikmeot	23%	25%
Overall Average for Regions	**21%**	**25%**